

TO: EXECUTIVE
DATE: 21 NOVEMBER 2017

ESTABLISHMENT OF A PEOPLE DIRECTORATE
CHIEF EXECUTIVE

1 PURPOSE OF REPORT

- 1.1 This report informs Members of initial steps being taken towards the long term streamlining of the Council's senior leadership team.

2 EXECUTIVE SUMMARY

- 2.1 As the Council's transformation programme focusses increasingly on the two highest spending areas of adults and children's social care, the long stated ambition to integrate services and exploit synergies for both client groups becomes increasingly possible. This report outlines the proposals for the first stage of a four stage process to create a single "People" Directorate.

3 RECOMMENDATIONS

- 3.1 **The Executive note and endorse the proposals for creating an integrated "People Directorate".**

4. REASONS FOR RECOMMENDATIONS

- 4.1 The recommendation aims to increase the linkages between services whilst reducing costs in line with the informal targets in the Council's Efficiency Plan that was agreed in October 2016.

5. ALTERNATIVE OPTIONS CONSIDERED

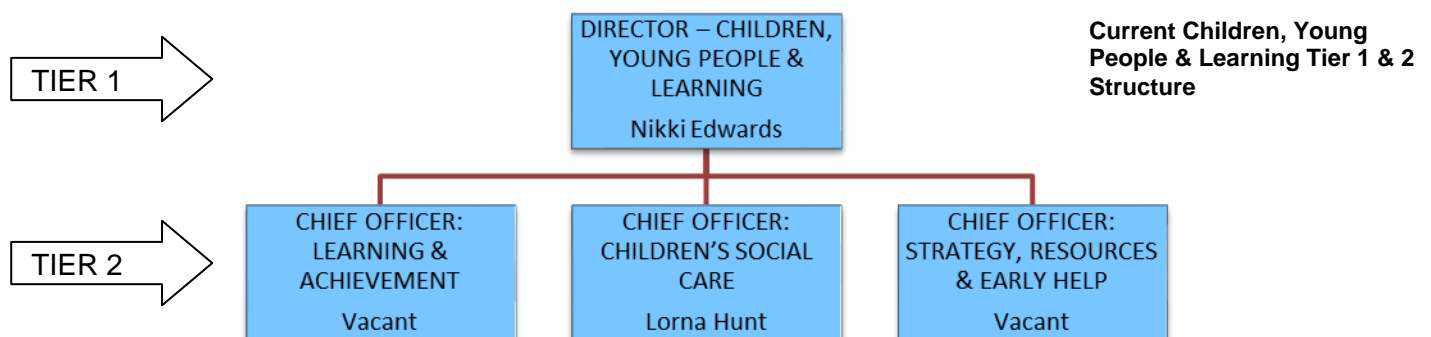
- 5.1 There are any number of ways to organise service delivery in a multi-faceted organisation such as the Council.

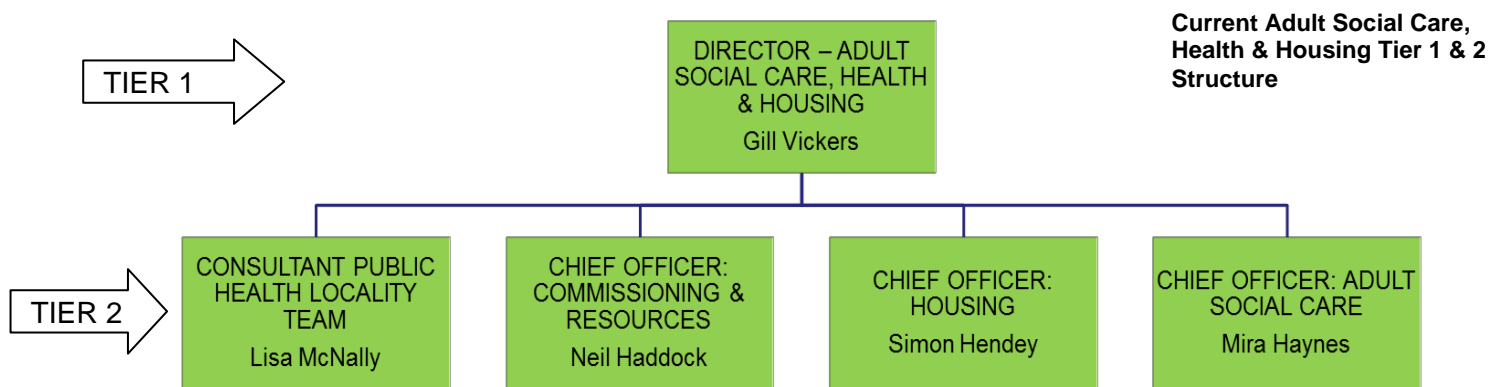
6 SUPPORTING INFORMATION

- 6.1 In 2007 Bracknell Forest was one of the first Councils in the country to combine the roles of Director of Children's Services and Director of Adult Social Care. At the time the integration focussed on the Director role and the provision of support services, reflecting the needs of service delivery at the time.
- 6.2 Subsequently, in 2008, the then Government began to apply pressure to the thirteen authorities who had a joined Adult's and Children's Director posts and published guidance which heavily implied that the two roles should be held by separate people. This effectively destroyed the recruitment market for joint posts and when the then Director of Adults and Children's Services resigned in 2009 the Council reverted to separate posts. That model has served the organisation well and both its children's and adult social care services are widely recognised as being very effective.

- 6.3 Since 2005, however, the environment in which the Council operates has changed significantly. Successive Governments have chosen to prioritise reducing debt by limiting public sector spending. At the same time, there has been a significant increase in demand across the country for both adult and children’s social care and a significant increase in homelessness. In 2013, responsibility for public health was transferred to local government. In addition, despite many seemingly uncoordinated changes of direction in education and schools policy; Councils retain key responsibilities for education and for people with special educational needs.
- 6.4 The Council’s response to these various pressures has been to develop a corporate transformation programme. This has already contributed £6.5m of savings or additional income towards the budget gap. In the longer term, the transformation programme will see the Council moving to a more streamlined, leaner management structure with increasing integration of functions and activities around themes such as “early help” and “commissioning”. The timing of these changes does, however, need to be very carefully judged to ensure that the organisation retains sufficient capacity to actually undertake the transformation that is needed.
- 6.5 The two largest projects currently underway as part of the corporate transformation programme relate to adult social care and services for children and young people. Work on both projects is complex, involving whole system change of services which are currently functioning well, but which are economically not sustainable within the current local government financial framework. Both projects are pointing to synergies between services and an overlapping of client groups. Housing need, for example, is a clear predictor of a heightened potential need for children’s social care. Consequently, the time is right to begin a process of creating a single “People” Directorate in a phased and measured way. This should reduce duplication in some areas and achieve improvements in outcomes for residents and improve overall efficiency.
- 6.6 Current Structure, roles and responsibilities of teams

There are currently seven Chief Officer posts in the two Directorates. All of these posts except for the Consultant in Public Health role are impacted by the proposed changes. The roles are currently in two separate structures as below.





The seven current Chief Officer posts affected are:

Role	Responsibilities
Chief Officer: Learning & Achievement	School Improvement, Governors, Community Learning, Targeted Services, Special Educational Needs, Safeguarding & Inclusion, Education Psychology
Chief Officer: Children’s Social Care	Child protection, looked after children, youth offending, duty & assessment, Under & Over 11s teams, family placement, disabled children
Chief Officer: Strategy, Resources & Early Help	Youth services, Early Help, early years, performance & governance, school admissions, policy, LSCB, property Previously ICT, Finance, HR
Chief Officer: Commissioning & Resources	Joint commissioning, drugs and alcohol service, business intelligence Previously HR, IT, Finance
Chief Officer: Housing	Housing strategy & needs, Forestcare, Benefit Services
Chief Officer: Adult Social Care	Adult Community Team, Learning Disability & Autism Spectrum Disorder, Emergency Duty Service, Safeguarding & Practice Development, Community Mental Health Team, Direct Payments
Consultant in Public Health	

6.7 The proposed changes will support improved outcomes and efficiency in two ways. The first is through aligning support pathways for all people regardless of their age. The aim of this is to enable the Council to provide holistic support to families that address all of their needs rather than run the risk of having two or more departments dealing with them. Bringing leadership, and eventually practitioners, together is intended to facilitate this change and move away from narrowly defined organisational silos. This will be a journey over time that will develop when the right roles, individuals and culture are in place.

A second benefit is the ability to recruit, retain and deploy specialist capability across both adults and children’s. Whilst its track record stands comparison with any Council, as a small organisation, Bracknell Forest does struggle to afford or sustain the level and type of resource needed to effectively support operational services to deliver consistent high quality support. Aligning functions including commissioning,

complaints and quality assurance will be more cost effective, enabling the Council to attract and reward the right calibre of staff and provide consistency.

Stages of development of a People Directorate

The move to a People Directorate will be delivered in stages with the aim of ensuring we have people in place with the right leadership skills to support transformation, whilst minimising disruption to operational services.

The Chief Officer alignment that is the subject of this paper is stage 1. There will be three further stages:

Stage 2 – will focus on Heads of Service that support Chief Officers. The aim of this will be to ensure that the right people are in post, with the right alignment to priorities and resources. Function will be aligned to achieve efficiencies by reducing the number of Tier 3 Managers. Consultation in relation to Stage 2 will start within the next month and will run alongside the Chief Officer Structure.

Throughout the first two phases both Directors will remain in place with two of the Chief Officers posts dealing with cross cutting services reporting to both.

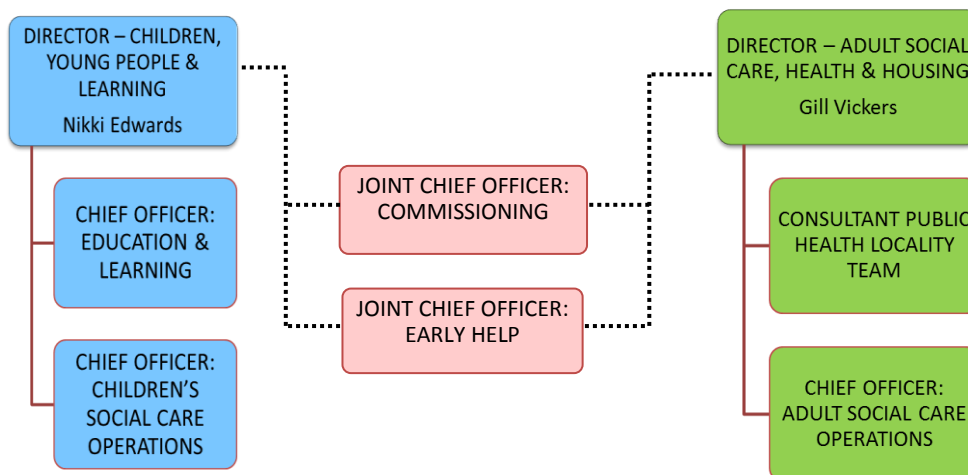
Stage 3 – will see the move to a single Directorate, under a People Director. This will follow the embedding and alignment of early help and commissioning and will take place at a suitable point in time that is supportive of delivery of transformation and operational challenges. At this stage there is no definite timescale for this.

Stage 4 - the final stage will focus on alignment of all functions within the People Directorate. This will explore the feasibility of joining Operational Services into a single function and will review the continued need for and remit of the Chief Officer posts that are established as part of Stage 1.

- 6.8 All of the Chief Officers recruited as part of Stage 1 will be expected to be flexible and adaptable to change, as the service will transition into a People Directorate with them in post. They will be expected to have change management skills and experience, as well as showing that they are adept at strategy development and service improvement.
- 6.9 The current proposal therefore is to align some common structures for adults and children's services. In doing so, the current Chief Officer roles, seven in total will be replaced by five newly created roles plus the Consultant in Public Health. Of these there will be two roles within Children, Young People & Learning, one role within Adult Social Care, Health & Housing, and two roles that will be joint between the two.

The proposed phase 1 structure is below:

**Proposed Aligned Structure
Children, Young People & Learning and
Adult Social Care, Health & Housing
Tier 1 & 2 Structure**



The new posts will be:

Role	Responsibilities
Chief Officer: Education & Learning	School Improvement Traded Services Special Educational Needs & Disability Admissions Community Learning
Chief Officer: Children's Social Care Operations	Children's social care practice including access, assessment and review, Specialist children's services
Chief Officer: Adult Social Care Operations	Adult social care practice including intermediate care, complex care, learning disability and mental health
Joint Chief Officer: Commissioning	Quality assurance, governance and standards Transformation Project management and change Market development and contract management Virtual School LSCB
Joint Chief Officer: Early Help & Business Development	Early help and prevention across all ages Housing Development and commercialisation of internal services

The detailed responsibilities of each role will be confirmed in Stage 2 during the re-design of the Head of Service tier of leadership. This will refine the remaining leadership roles and align them to Chief Officers.

The current Public Health arrangements are unaffected by the proposals in this report. Since the transfer of Public Health responsibilities to local government in 2013, Public Health activities have become increasingly embedded in the Councils approach to every day service delivery. However, the overall public health structure is linked in with a pan Berkshire joint arrangement whereby the Strategic Director and core team are hosted by Bracknell Forest but serve all six Berkshire Councils. This arrangement is under review at present and may prompt a set of changes to the local offer that are not linked directly to the proposals set out above. In addition, officers are restructuring the way Business Intelligence is provided and the core skills of the Public Health team make this the natural focus of the unit, thereby offering further chances to integrate and embed public health functions throughout the Council.

6.10 Implications of the proposal

The proposal will place four current Chief Officers at risk. However, there will be five new posts created that these individuals will initially be ring-fenced to although there will be a full selection process to ensure each post is filled by someone with the appropriate skills. The process will be managed under the Councils Protocol for the Management of Organisational Change.

All of the posts in the structure are critical to the success of People services in the Council. As such there will be a rigorous selection process that will utilise the council's Leadership & Management Behaviours Framework to ensure that the appointments meet the value and behaviours that will be needed to lead the organisation through transformation and integration in developing and embedding new ways of working.

7 **ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS**

Borough Solicitor

- 7.1 Each of the stages proposed will need to have regard to the Council's Protocol for the Management of Organisational Change. Stage 3 envisages the appointment of a People Director. Section 18 of the Children Act 2004 requires every top tier local authority to appoint a Director of Children's Services. The DCS has professional responsibility for the leadership, strategy and effectiveness of local authority children's services. Section 6(A1) of the Local Authority Social Services Act 1970 similarly requires the appointment of a Director of Adult Social Services. There is no statutory encumbrance to these roles being combined under the stewardship of a single officer

Borough Treasurer

- 7.2 Changes to the management structure as proposed in the 4 stages set out in the report are forecast to save in the order of £0.6m across the 2 current directorates, contributing towards the Council's overall Transformation savings.

Contact for further information
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